

New strategic plan unveiled to guide us into the future

Vision:

Western will be a premier power marketing and transmission organization.

Mission:

Western markets and delivers reliable, cost-based hydroelectric power and related services.

To maintain competitiveness in a dynamic electric utility industry, senior managers rolled out a new strategic plan in late September. Like Western's two previous strategic plans, the FY 2000 Strategic Plan will help us examine and refine our strategies for success as our industry continues to redefine itself.

The plan contains revised vision and mission statements, as well as strategic goals and objectives. These are supported by specific strategies and measurements and an annual performance plan (See Goals sidebar.)

The FY 2000 Strategic Plan was guided both by the Government Performance and Results Act (see Results Act sidebar) and our desire to remain competitive in a dynamic electric utility industry. The plan gives employees and managers clear goals and strategies to accomplish our mission and fulfill our commitments to power customers.

In tying-in employees' responsibilities to the new plan, Administrator **Mike HacsKaylo** said, "I expect everyone at Western to employ a fundamental business principle—produce quality work that meets customer needs on time and within budget. If we operate in accord with

these tenets and follow this principle, we will make wise decisions that are in Western's and our customers' best interests."

This third iteration of Western's Strategic Plan was designed to sharpen our focus on what is to be achieved and how to measure progress.

The plan sums up senior managers' sentiments with this statement: "We are confident the goals and measures laid out in this document will lead to greater program results for the budget dollars expended and provide a basis for evaluating our need for future resources." ❧



Results Act helps frame strategic plan

Development of Western's Strategic Plan was guided in part by the Government Performance and the Results Act. The Results Act was designed to fundamentally change the way government works. This law changes the government's budgeting and policymaking mechanisms in dramatic ways.

Enacted in 1993, the Results Act calls for judging government performance on whether or not programs produce real, tangible results for the taxpayer's dollar. The Results Act was intended to change the government from one that only counts activities to one that measures and

achieves results.

The Results Act Web site says the act was designed to correct many inherent performance deficits found within the culture of Congress and today's Federal bureaucracy.

As Federal agencies develop mission statements and strategic goals, they are required by the Results Act to consult with both Congress and other stakeholders. Further, agencies must be aware of the environment in which they operate; in their strategic plans, they are required to identify external factors that could affect their ability to accomplish what they set out to do.

They must answer questions such as:

- ◆ Is the plan consistent with legislative priorities and agendas? What agency staff members were involved in developing the plan?

- ◆ How does the agency communicate goals, priorities and decisions?
- ◆ Which organizations and individuals are key stakeholders and why?

"We looked at how other agencies implemented the Results Act regulations and we examined the critiques of those implementations. Then we tried to adopt the best features and avoid pitfalls," said **Ken Maxey**, Chief Financial Officer who helped lead the strategic planning process. "The Results Act helped us to ensure our goals and objectives could be measured," he said.

For more information about the Results Act, go to <http://server.conginst.org/conginst/results/index.html>.

Western's FY 2000 goals

Products and Services Goal

Use sound business practices to create and deliver high-value products and services to our customers.

Objective 1: Continue to manage our costs.

Objective 2: Continue to repay the Federal investment within the time frames established by law and regulations.

Objective 3: Secure adequate funding to accomplish our mission, goals and objectives.

Objective 4: Continuously improve our business systems and follow sound business practices.

People Goal

Recruit, develop and retain a safety-focused, highly productive, customer-oriented and diverse work force.

Objective 1: Everyone at Western is aware of, committed to and has the tools to work safely.

Objective 2: Attract a diverse, well-qualified pool of applicants.

Objective 3: Select individuals whose technical abilities, competencies and personal goals best match the job and organizational objectives.

Objective 4: Develop and retain a highly-skilled, motivated customer-focused work force.

Objective 5: Provide exemplary customer service.

Industry Goal

Promote competition and reliability in the evolving electric utility industry.

Objective 1: Support industry reliability.

Objective 2: Support industry competitiveness.

Objective 3: Work to protect and maximize the value of the Federal resource.

Objective 4: Ensure long-term transmission system reliability and availability.

The making of a strategic plan

by **Ken Maxey**

When Western's senior managers set out last fall to revise our Strategic Plan, we agreed we needed to evaluate our goals in light of the continuing changes in our industry. We recognized some of our goals had been accomplished, some had been overcome by events and some were still right on track.

Although we are not directly subject to the requirements of the Government Performance and the Results Act, DOE is. As such, we needed to develop a plan that met the Results Act. And while we knew every member of the senior manager team would have to be intimately involved in developing the plan, we also needed a smaller team to do much of the writing. That team was made up of **Tyler Carlson**, **Tim Meeks** and me.

To begin the work ahead of us, we learned lots about the Results Act and

what Congress liked and didn't like about other agency plans. We then shared this information with the larger group and proposed a work plan.

Our plan called for reviewing each major plan element, discussing various options for changes and reaching consensus on the elements, section by section. We agreed to do this work in group meetings, either face-to-face or via video conference, if needed. We also agreed to allow for "soak-in time" on new proposals before we sought to reach agreement.

Over the course of a few months, we hammered out the major plan elements. We got reviews on a preliminary draft with Western's mid-managers earlier this year. We got lots of feedback from these forums and considered and incorporated many of their comments. A nearly final draft was also shared with managers of Reclamation's power program and their comments were

incorporated, as well.

This summer, as we were finalizing the plan, we also worked to develop a summary report. It includes the key elements and a small amount of background information. The in-depth version contains detailed background and reflects the elements required by the Results Act.

Both the in-depth plan and the summary are posted on Western's internal web. Copies are available from senior managers and each employee should have received a personal copy of the plan summary for quick reference.

Senior managers are now helping every employee understand how his or her individual job is tied to and supports Western's Strategic Plan.

I encourage each of you to examine your work and ask the question, "Does my work help accomplish our goals?" ❧